

April 12<sup>th</sup>, 2017

Dear Cadre-mates,

As a cadre, we ITS officers have come a long way. In 2006, our obituaries were written in pay commission report. Thereafter, in 2011 we were thrown on the roads and whole *kainat* (universe) was against us. Last decade was very turbulent and we faced numerous threats, but as the saying goes “Every threat is an opportunity”. We grabbed this opportunity and ventured out on deputations. Due to sheer hard-work of ITS Diaspora, it is now well accepted in higher echelons of bureaucracy that ITS officers are hard-working, efficient and versatile. As a next logical step, we should now aspire for JS level deputations.

In bureaucracy, normally APAR gradings are given as 9+; any grading below 9 is considered as ‘conveyance of displeasure’. However, we ITS have been very conservative in APAR gradings. Now our officers will be competing in multi-service environment for JS and above level postings. So it is necessary that our APARs should improve both quantitatively as well as qualitatively. Hence, we have to recalibrate our thought process regarding APAR gradings in line with other cadres.

Let us resolve ourselves to consider interpretation of numerical grading as follows :

>9	-	Outstanding
8-9	-	Very Good
<8	-	Normally forbidden

In order to achieve this, the Reporting & Reviewing officers are requested to grant better gradings. Simultaneously, it is enjoined upon concerned reported upon officer that if grading below 9 is received, it should be construed as a ‘gentle advisory for improvement’ and corrective efforts are taken accordingly.

It is learnt from concerned persons, that while considering APARs for JS empanelment, DoP&T also examines Pen Picture in addition to numerical gradings. Even though in past few years, our numerical gradings have improved marginally but many a times pen pictures are not written commensurate to APAR gradings. To facilitate better ‘Pen Pictures’ in APAR, a compilation of “Sample Sentences for APAR Pen Pictures” are prepared and given underneath, for guidance purpose. Section-I contains general sentences, and Section-II is attribute-wise sample sentences, these can be clubbed suitably in 100 words.

All the friends who contributed in preparation of this compilation, particularly Shri Sanjeev Sharma, ITS-1994 deserves sincere thanks.

Hope it will be taken in right spirit and will be useful in attaining our aforesaid objective.

With warm regards,

P S Jadon, ITS-1992

**PART -I**

**Sample sentences for APAR Pen Picture**

1. Officer's sincerity and dedication of the work/organization is commendable. The quality of his work is of very high order; through his exceptional quality he is able to motivate and inspire people around him.
2. Officer is extremely capable and can take care of unforeseen situations taking remedial steps in the interest of the organization.
3. Officer is soft spoken and yet is able to put forth his arguments skilfully.
4. The officer is working in an outstanding manner and rises to the unforeseen challenges.
5. The officer has in-depth knowledge of his subject. Because of the sincerity and devotion with which he handles the responsibility shouldered on him, he commands respect and appreciation of everyone around him.
6. The officer is highly dedicated and works with passion. He is always ready to work in new areas and to take additional responsibilities.
7. The officer is a thinker and contributes immensely by ways of suggestions, new ideas and innovative problem solving techniques.
8. The officer is highly creative and impresses immensely with his new ideas and new methods.
9. The officer has outstanding analytical ability, a sharp mind and is able to identify different alternatives and then weighs pros and cons of these options resulting in excellent quality of decision making.
10. The technological and managerial skills of the officer along with the understanding of the rules/sector have helped in coming out with right initiative and policies.
11. Officer's attitude towards senior, colleagues and subordinates is appreciable and helpful.
12. The officer willingly shoulders additional responsibilities.

13. The actions of officer are quick and discharge of work at hand is fast and prompt without compromising the quality.
14. The officer is highly capable and takes sound decisions, after examining the available alternatives.
15. The officer works with total dedication and deep commitment.
16. The overall performance of the officer has been outstanding during the period.
17. The officer has extraordinary abilities to grasp the issues and provide solutions accordingly.
18. The officer has excellent leadership qualities and properly guides his subordinates.
19. The officer has taken several initiatives and has come-out with new ideas showing exemplary skills to execute them.
20. The officer is brilliant, technologically competent and has been continuously performing extraordinarily.
21. The officer has stood out with a landmark performance.
22. The officer is truly an asset to the organization and capable of holding high responsibilities.
23. The officer has excellent HR skills and has been responsible and kind to one and all.
24. The officer is very meticulous in planning and drives his team hard to give their excellent performance.
25. The officer has excellent leadership, decision-making and management qualities.
26. The officer's approach has always been analytical and he follows the approach of developing his subordinates.
27. The officer is very cordial with subordinate and his coordination capabilities create a positive impact on the whole team.
28. The officer keeps track of latest development in his field and tries to upgrade his skills with the changing times.

***Sample sentences for APAR Pen Pictures***

29. The officer's level of commitment and dedication has been able to bring-out a very positive impact on the outcomes of the division.
30. The officer possesses excellent knowledge and is always willing to put an extra effort where the work so demands. He possesses outstanding managerial skills.
31. The officer possesses excellent communication skills, both verbal and written.
32. The officer has been very effective in both the roles as a team leader as well as a team member.
33. The officer through his highly sincere and motivating style of functioning inspires his subordinating staff and brings-out the best in them.
34. The officer has a pleasing personality and carries him with dignity.
35. The officer has good analytical capabilities and goes deep into the issues to analyse them.
36. The officer is technically sound and he has very good administrative control over his subordinates.
37. He has accomplished all the targets timely while ensuring high standards of quality.
38. His understanding of rules/ regulations/ instructions of DOT/ BSNL/ ... is excellent and he applies them correctly.

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## **PART – II**

### **Attribute-wise sample sentence**

#### **Administrative Abilities**

- ✓ Developed successful strategies pertaining to administrative tasks such as .....XYZ..... which produced amazing results.
- ✓ Consistently worked towards improvising and examining the effectiveness of .....XYZ..... administrative tasks.
- ✓ Effectively devised better procedures to perform ....XYZ..... tasks flawlessly.
- ✓ Established effective systems for retrieving lost data.
- ✓ Improved the existing administrative support systems by...
- ✓ Effectively maintained and organized documents to avoid duplication.

#### **Adaptability & Flexibility**

- Constantly identifies more efficient ways of doing business, work.
- Is accepting of constructive criticism.
- Is a well-versed team player capable of handling a variety of assignments.
- Is calm under pressure
- Is a calming force, especially with [his/her] peer group.
- Shows initiative, and is flexible when approaching new tasks.
- Adapts to changing business needs, conditions, and work responsibilities.
- Responds positively to change, embracing and using new practices or values to accomplish goals and solve problems.
- Adapts approach, goals, and methods to achieve solutions and results in dynamic situations.
- Copes well and helps others deal with the ongoing demands of change; sees and shows others the benefits of change.
- Recovers quickly from setbacks, and finds alternative ways to reach goals or targets.
- Manages change in a way that reduces the concern experienced by others. Clarifies priorities when leading change.

#### **Analysis/Reasoning**

- ✓ Identifies key facts in a range of data. Notices when data appear wrong or incomplete, or need verification. Distinguishes information

that is not pertinent to a decision or solution. Breaks down complex information into component parts. Sorts and groups data, and applies causal relationships.

- ✓ Sees underlying principles, patterns, or themes in an array of related information.
- ✓ Applies logic and complex layers of rules to analyse and categorize complicated information. Sees relationships between information in varied forms and from varied sources.
- ✓ Goes beyond analysing factual information to develop a conceptual understanding of the meaning of a range of information. Integrates diverse themes and lines of reasoning to create new insights or levels of understanding for the issue at hand. Thinks in terms of generalized models rather than concrete details.
- ✓ Examines data to grasp issues, draw conclusions, and solve problems.

### **Attention to Detail**

- Diligently attends to details and pursues quality in accomplishing tasks.
- Performs tasks with care; is thorough.
- Checks work to ensure accuracy and completeness.
- Compares observations or finished work to what is expected to find inconsistencies.
- Remains aware and takes care of details that are easy to overlook or dismiss as insignificant.

### **Accountability & Dependability**

- ✓ Recognize and comply very well with his responsibilities in performing his job.
- ✓ Helping others in doing their tasks assigned to the whole group.
- ✓ Takes personal responsibility for the quality and timeliness of work, and achieves results with little oversight.
- ✓ Makes the best use of available time and resources.
- ✓ Does not make excuses for errors or problems; acknowledges and corrects mistakes.
- ✓ Balances quality of work with meeting deadlines.

### **Attendance & Punctuality**

- Is punctual and consistently on-time to office/meetings.
- Arrives at office/meetings on time and is always prepared.

- Attained perfect attendance over X period.
- Schedules time-off according to company policy.
- Completes deadlines as promised.

### **Communication Skills**

- ✓ Effectively communicates his/her point of view and expectations.
- ✓ Effectively manages communication at all levels (lateral, upward, or downward flow of communication).
- ✓ Effectively manages and facilitates meetings and group discussions.
- ✓ Promotes action/task oriented meetings.
- ✓ Effectively enforces company values and policies without evoking negative reactions.
- ✓ Effectively communicates with clients.

### **Coaching & Mentoring**

- Offered guidance and support to colleagues/peers by...
- Displayed a genuine interest in listening and addressing the problems shared by employees.
- Displayed strong training abilities by using sound training techniques to solve XYZ problems.
- Offered to provide continuous training in XYZ domain.
- Garnered great support and respect from employees for lending a patient ear to their problems and concerns.
- Created opportunities for employees in areas pertaining to...
- Enables co-workers to grow and succeed through feedback, instruction, and encouragement.
- Coaches others regardless of performance level. Shares specialized approaches and skills that will increase capabilities.
- Helps others identify key goals and use their talents to achieve those goals. He assesses others' potential and strengths, and works to build on them.
- Takes time to observe behaviours that contribute to or detract from others' success.
- Highlights performance strengths and weaknesses by giving factual, specific, non-judgmental feedback.
- Builds relationships with teammates so that coaching efforts are received in a positive, developmental manner.
- Takes steps to learn the work interests and career goals of teammates.
- Actively supports others stretching beyond their comfort levels and trying new techniques that may enhance success. Coaches for

incremental, one-step-at-a-time improvements, offering praise and recognition as each step forward is made.

- Encourages repeating and building upon areas of strength, and dissects areas that may be improved.
- Suggests methods and gives examples that provide a roadmap to improved performance.
- Models success behaviours, a high performance work ethic, and constant self-improvement.

### **Creative & Innovative Thinking**

- ✓ Develops fresh ideas that provide solutions to all types of workplace challenges.
- ✓ Sees old problems in new ways and has novel approaches to solving those problems.
- ✓ Contributes original and resourceful ideas in brainstorming sessions.
- ✓ Connects seemingly unrelated ideas, events, and circumstances to find global solutions to individual problems.
- ✓ Sees opportunities for creative problem solving while staying within the parameters of good practice.
- ✓ Generates unique but workable and useful solutions to difficult problems.
- ✓ Thinks in terms of desired outcomes, not just reactive, quick solutions.
- ✓ Finds ways to turn the ideal into reality. Experiments with new ideas, methodologies, and procedures.
- ✓ Visualizes potential problems and solutions without needing tangible, “real-life” examples. Can discuss and project the aspects and impacts of issues and decisions.
- ✓ Ability to think out of the box in the most challenging situations
- ✓ Ability to think of alternatives such as ... which produced brilliant results.
- ✓ Constantly strives to experiment to drive results.
- ✓ Has initiated and executed creative ideas such as.....
- ✓ Looks out for new approaches and ideas.

### **Decision Making & Judgment**

- Makes timely, informed decisions that take into account the facts, goals, constraints, and risks.



- Gathers data and others' input when making decisions. Considers lessons learned from experience, differing needs, and the impact of the decision on others.
- Balances analysis, wisdom, experience, and perspective when making decisions.
- Finds solutions that are acceptable to diverse groups with conflicting interests and needs.
- Weighs the pros and cons of each option before making a decision and moving forward.
- Can explain the rationale for a decision.
- Makes necessary decisions even when information is limited or unclear.
- Learns from the consequences of decisions.

### **Delegation Abilities**

- ✓ Encourages team members to solve issues at their end.
- ✓ Encourages and empowers employees to lead by example and provides all the required resources to achieve the same.
- ✓ Helps team members to gain visibility.
- ✓ Delegates thoughtfully by matching with an individual's strengths.
- ✓ Delegates with precision and clarity

### **Development & Continual Learning Skills**

- Displays an ongoing commitment to learning and self-improvement.
- Applies own talents to work assignments, and hones the competencies needed in current job.
- Looks for better ways to perform routine aspects of job.
- Asks for and uses feedback to improve performance. Seeks and acquires new competencies, work methods, ideas, and information that will improve own efficiency and effectiveness on the job.
- Finds and maximizes opportunities for growth and development from multiple sources.
- Sees failure as an opportunity to learn from past results, and continues to learn and grow.
- Displays keenness towards learning new methods/ techniques/ skills.
- Is a rapid learner and adapts rapidly as well to changing situations.
- Quite open to share his or her learning experience with the peer group.
- Encourages and promotes a learning culture in the team.

### **Enforcing Laws, Rules, & Regulations**

- ✓ Enforces governmental laws, rules, and regulations, and initiates enforcement actions in a way that the public perceives as fair, objective, and reasonable.
- ✓ Clearly explains laws, rules, and regulations, as well as what constitutes a violation.
- ✓ Recognizes situations that warrant assertive action and moves forward without hesitation.

### **Ethics & Integrity**

- Earns others' trust and respect through consistent honesty and professionalism in all interactions.
- Respects and maintains confidentiality.
- Tells the truth and is honest in all dealings.
- Keeps promises and commitments made to others. Does the right thing, even when it is difficult, does not yield to pressure to show bias or manipulate others.
- Avoids situations and actions considered inappropriate or which present a conflict of interest.
- Adheres to a set of core values that are represented in decisions and actions.
- Does not misrepresent self or use position or authority for personal gain.

### **Interpersonal Skills**

- ✓ Builds effective working/professional relationships with...
- ✓ Understands the needs of peers and offers a helping hand.
- ✓ Promotes synergy within the team.
- ✓ Follows and abides by the company culture and inspires the same amongst peers.
- ✓ Builds on understanding and mutual reliance.

### **Innovation Skills**

- Tries to innovate even under adverse conditions.
- Looks out for innovative solutions.
- Contributes towards innovative strategies.
- Fosters a spirit of innovation within the team.
- Actively participated in innovation events by ...

- Displayed consistent overall improvement and growth.
- Has an innate ability to think of various types of methods of improvement.
- Accomplished amazing results by displaying marked improvement in...
- Can consistently plan on the go towards improvement.

### **Leadership**

- ✓ Promotes organizational mission and goals, and shows the way to achieve them.
- ✓ Creates a positive work environment where all staff are motivated to do their best.
- ✓ Conveys confidence in a group's ability to prevail over challenges to reach its goals.
- ✓ Links mission, vision, values, goals, and strategies to everyday work.
- ✓ Sees the potential in others and takes opportunities to apply and develop that potential.
- ✓ Takes calculated risks to improve performance, try a fresh approach, or reach a challenging goal.
- ✓ Sets clear, meaningful, challenging, and attainable group goals and expectations that are aligned with those of the organization.
- ✓ Suggests and asks for others' ideas to improve quality, efficiency, and effectiveness.

### **Managing Projects or Programs**

- Structures and directs others' work on projects or programs.
- Ensures the project's or program's goals, purpose, and criteria for success are clear defined. Clarifies the related roles and responsibilities, deliverables, milestones, limits for independent decision-making, and needs and desires of the primary customers.
- Ensures needed resources and skill sets among staff are available. Averts scope creep.
- Develops reasonable performance standards and ways of evaluating outcome quality.
- Integrates the ideas and needs of others in developing feasible strategies to achieve goals. Obtains stakeholder acceptance of and support for those strategies.
- Evaluates progress and success against performance standards. Appraises and resolves deficiencies and challenges. Ensures

deadlines are met and keeps stakeholders informed of project/program status.

### **Planning & Organizing**

- ✓ Coordinates ideas and resources to achieve goals.
- ✓ Identifies the sequence of tasks and the resources needed to achieve a goal, and prioritizes key action steps. Anticipates the impacts and risks of decisions and actions.
- ✓ Seeks and uses others' input about critical actions, timelines, sequencing, scope, methodology, expected outcomes, and priorities. Sees potential challenges and opportunities, and adjusts plans based on input.
- ✓ Creates realistic schedules for projects and follows them. Evaluates progress against schedule and goal.
- ✓ Evaluates proposed actions and timelines against organizational mission and values. Integrates the current plan with other plans as needed to achieve the overall mission.
- ✓ Monitors and evaluates social, fiscal, and political trends that affect the plan. Prepares strategies to deal with problems or drastic changes.

### **Problem Solving and Critical Thinking Skills**

- Resolves difficult or complicated challenges.
- Frames problems before trying to solve them. Breaks down problems and identifies all of their facets, including hidden or tricky aspects.
- Shows insight into the root-causes of problems. Generates a range of solutions and courses of action with benefits, costs, and risks associated with each.
- Probes all fruitful sources for answers, and thinks 'outside the box' to find options. Uses the good ideas of others to help develop solutions. Seeks advice from those who've solved similar problems.
- Tests proposed solutions against the reality of likely effects before going forward; looks beyond the obvious and does not stop at the first answers.
- Evaluates the chosen course of action after it has been implemented to determine its worth and impacts.
- Capable of developing creative solutions.
- Look out for creative solutions with a practical approach towards problem solving.

- Understands and effectively solves problems instead of focusing on the symptoms.
- Possess the ability to propose options in times of need.
- Quite resourceful by showing skills to turn problems into opportunities...

### **Productivity and Time Management Abilities**

- ✓ Consistently delivers beyond expectations.
- ✓ Exceeds the normal standards of output delivery.
- ✓ Substantially contributes towards the continued growth and operation of the organization.
- ✓ Is an important pillar of success for the department.
- ✓ Always meets deadlines consistently.
- ✓ Displays respect towards the time of others.
- ✓ Maintains the schedule of meetings.

### **Potential**

- Is capable of taking up a higher role with additional responsibilities.
- Is capable of being entrusted with bigger assignments and projects.
- Can enhance his or her skills further by participating in various classroom or external training programs.
- Has the potential to learn new and additional skills for future career advancement.

### **Results Focus & Initiative**

- ✓ Focuses on results and desired outcomes and how best to achieve them. Gets the job done.
- ✓ Sets high goals and works doggedly to achieve them. Pushes self and others to reach milestones.
- ✓ Looks for opportunities to help move a project along; volunteers to help others with projects or assignments.
- ✓ Responds to setbacks with renewed and increased efforts; is persistent in the face of difficulty.
- ✓ Sees when analysis and discussion have served their purpose and moves to action.
- ✓ Willingly puts in extra time and effort in crisis situations; goes the “extra mile” to ensure the goal is met.

### **Self Management**

- Manages own time, priorities, and resources to achieve goals.
- Prioritizes tasks by importance and deadline. Discerns what is crucial from what is just urgent. Adjusts priorities as situations change.
- Makes reasonable estimates of resource needs to achieve goals or complete projects. Uses sound methods to plan and track work, appointments, and commitments. Evaluates progress on tasks and adjusts work style as needed.
- Completes high volumes of work, keeping a rapid pace without sacrificing accuracy.
- Meets and exceeds deadlines through efficient.
- Focuses time and effort on key tasks. Groups related tasks to be more efficient. Easily transitions between tasks and picks up where left off when interrupted.

### **Staff Management**

- ✓ Manages staff in ways that improve their ability to succeed on the job.
- ✓ Aligns the right work with the right people; delegates tasks according to people's strengths and interests.
- ✓ Ensures staff have the skills and resources to get things done. Provides staff with coaching, training, and opportunities for growth to improve their skills.
- ✓ Gives staff ongoing, constructive feedback on their performance and progress in light of expectations and goals. Holds timely discussions and performance reviews.
- ✓ Lets staff know what is expected of them and holds them accountable. Differentiates between high and low performance. Rewards and recognizes hard work and results. Addresses performance issues promptly and corrects poor performance.
- ✓ Works to create a strong team. Treats all staff fairly and consistently. Shares accountability when delegating. Involves staff in setting their performance goals.
- ✓ Balances guiding the others' actions with granting authority for decision-making within set limits. Provides direction when needed without micro-managing.
- ✓ Consistently provides support to the team.
- ✓ Promotes one on one communication with the team members.
- ✓ Provides the team with the required resources to achieve results.
- ✓ Provides support to the team during times of organizational transitioning.

- ✓ Provides timely feedback to employees. Gives credit and recognition to deserving team members.
- ✓ Always available to lend an ear and support to team members.
- ✓ Ensures that employees understand their roles and responsibilities clearly.

### **Stress Management**

- Maintains composure in highly stressful or adverse situations.
- Handles high workloads, competing demands, vague assignments, interruptions, and distractions with poise and ease.
- Stays calm and maintains focus in turbulent, threatening, or emergency situations. Makes rational decisions and continues to perform effectively.
- Provides direction in crisis situations. Defuses potentially violent people/situations, calming others.
- Remains steady or thrives under pressure, using it to fuel productivity and efficiency.

### **Strategic Vision**

- ✓ Sees the big, long-range picture.
- ✓ Sees where current trends will lead, and how they may influence the organization's direction. Foresees opportunities that will come and go.
- ✓ Forms and articulates a clear picture of the future the organization should strive for. Explains why that future is important and how current decisions make or break the chance to reach it.
- ✓ Using a global perspective, reliably forecasts future needs and devises plans to meet those needs.
- ✓ Analyses options and decisions based on long-term pay-offs or outcomes.
- ✓ Translates the vision for a program or organization into clear strategies.

### **Tact**

- Diplomatically handles challenging or tense interpersonal situations.
- Strives to understand the data, the people, and their views before making decisions and taking action.

- Works through difficult or awkward interpersonal situations in a positive manner. Broaches sensitive issues ways that allows rational and open discussion.
- Focuses on issues and interests instead of people or positions, even when personally attacked.
- Delivers tough messages with sensitivity to minimize the negative impact on others; critiques constructively.
- Thoughtfully intervenes in conflicts to improve communication, diffuse tension, and resolve problems. Seeks to find common ground and preserve relationships.

### **Teamwork and Collaboration Skills**

- ✓ Promotes cooperation and commitment within a team to achieve goals and deliverables.
- ✓ Knows and supports teammates' work and deliverables. Helps teammates who need or ask for support or assistance.
- ✓ Acknowledges and celebrates the achievements of teammates. Praises the team and its achievement to others.
- ✓ Encourages team unity through sharing information or expertise, working together to solve problems, and putting team success first.
- ✓ Helps remove barriers to team productivity and success.
- ✓ Ensures joint ownership of goal setting, commitments, and accomplishments. Involves everyone on the team.
- ✓ Encourages team bonding activities.
- ✓ Brings new ideas and techniques to promote collaboration within the team.
- ✓ Harbours and builds strong relationships with the team members.
- ✓ Displays a cooperative and harmonious nature.
- ✓ Proactively shares expertise with the rest of the team.

### **Training & Presenting Information**

- Formally delivers information to groups.
- Combines exercises, group discussions, lecture, and other methods to meet diverse learning styles. Uses props, slides, and other presentation aids well.
- Interacts with the audience, reading body language, gathering feedback, and holding their attention. Sees when listeners fail to grasp critical concepts and take steps to ensure comprehension. Uses individuals' strengths to help them learn.



***Sample sentences for APAR Pen Pictures***

- Gives adequate attention to individuals without neglecting the group as a whole.
- ‘Sets the stage’ for optimal learning, comes prepared, and gauges the audience’s level of knowledge. Tailors the teaching style to the audience.
- Develops accurate standards or activities to measure the audience’s learning.
- Seeks ways to enhance the learning experience. Ensures that content is current, and that activities are engaging and effective.

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